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~~CONFIDENTIAL~~*Inspections*Excerpts from the I.G.'s Survey of DD/S
*JAN 21*I.D. (Page 2)

The DD/S is making significant progress in providing a unified system of support for the entire Agency. Some support units, such as Communications, think and act as organic support elements of DD/P and are so accepted; others are making progress; and still others, notably Personnel and Logistics, leave room for improvement.

III.A.4.a. (Page 20)

DD/S personnel, in developing support programs, must think and act in terms of clandestine problems and operations, and must be so trained and oriented that they become in fact the organic support elements of the DD/P. Some DD/S components, notably Communications, have achieved this status and are so accepted by DD/P. Others such as Security, Training, and Medical, are making substantial progress. Still others such as Logistics and Personnel have much to accomplish.

III.A.5.b. (Page 24)

In short, it is felt that the "confederation" concept should only extend to those DD/S units which demonstrate consistently superior accomplishment. With respect to less efficient areas, notably Personnel and Logistics, the DD/S should exercise stronger command and fix standards of performance from the top down.

III.B.6. (Page 29)

The SSA representatives of Logistics, Personnel and the Comptroller perform a wide variety of routine functions which tends to impede their

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progress toward the primary objective. These include the extensive monitoring and review of projects and programs, consideration of proposed regulations, and advice and guidance on matters of daily activities. Most of these are functions which normally would be performed by appropriate units of the "home" offices. However, the location of the SSA group in buildings occupied by DD/P components affords the convenience of physical proximity and matters are brought to them for consideration because it is the easiest and quickest way to get action. In continuing to perform these relatively routine tasks the representatives dissipate their talents by acting in the capacity of liaison officers rather than senior staff officers. To encourage the further development of direct dealings between operating and support units, the SSA representatives should refrain from engaging in such routine matters and transfer continuing functions to appropriate elements of their parent organizations.

III.B.9 (Page 31)

Present administrative practices, processes and procedures are so complex and cumbersome that much operational manpower is lost merely in complying with administrative requirements. The good reputation of this Agency is based largely on its ability to get things done quickly and with a minimum of "red tape." There is a danger now in the trend toward more regulations, more controls and more restrictions that the Agency will become as bureaucratic as the old, well-entrenched Government agencies.

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